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Funding commitments to UNDP

Status of regular funding commitments to the United Nations Development Programme and its associated funds and programmes for 2012 and onward

Summary

In its decision 98/23, the Executive Board designated its second regular session each year as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. In line with this decision, the present report presents the status of regular funding commitments for 2012 and onward as well as a summary of the provisional income for regular and other resources received in 2011.

Elements of a decision

The Executive Board may wish to note that in 2011 contributions to regular resources increased slightly to $0.975 billion from $0.967 billion in 2010, following three consecutive years of decline. While many governments have exerted much effort to ensure this increase, the amount remains well below the 2011 funding target of $1.55 billion for regular resources set out in the UNDP strategic plan, 2008-2013. Furthermore, overall contributions to UNDP have decreased to $4.83 billion in 2011 from $5.01 billion in 2010 owing to a decrease in other resources.

The Executive Board may further wish to note that based on the official United Nations rates of exchange as of 1 April 2012, regular resources for 2012 will drop to or below $0.94 billion. This figure takes into account that actual and projected currency-exchange gains presently exceed reductions in total contributions to regular resources.

The Executive Board may wish to: recall General Assembly resolution 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system; reiterate that regular resources form the bedrock of UNDP funding; and request all countries that have not yet done so to provide contributions to regular resources for 2012.

The Executive Board may wish to uphold the importance of a stable, predictable base of regular resources for the extended period of the strategic plan and encourage Member States to announce pledges, on a multi-year basis if feasible, and payment schedules, and to adhere to them.

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I. Introduction

1. In its decision 98/23, the Executive Board designated its second regular session each year, starting in 1999, as the time to review the status of regular funding commitments to UNDP and its associated funds and programmes. In line with that decision, this report presents the status of regular funding commitments for 2012 and onward as well as a summary of the contributions to regular and other resources received in 2011.[1]

2. Contributions to regular (core) resources reached $0.975 billion in 2011 in nominal terms. This represents an increase of 0.8 per cent from the previous year but is approximately 37 per cent below the 2011 annual target for regular resources of $1.55 billion as set out in the UNDP strategic plan, 2008-2011, which was extended to 2013 by the Executive Board in its decision 2009/9.

3. Based on the official United Nations rates of exchange as of 1 April 2012, regular resources are expected to drop to or below $940 million in 2012. This is a result of a combination of decreases in local currency terms by some donors as well as less favourable exchange rates. While several UNDP top donors will maintain, and some might increase, their contributions in 2012 despite domestic constraints, a few donors have indicated their intention to reduce their contributions. Others have yet to indicate the level of their contribution.

4. Overall contributions to UNDP amounted to $4.83 billion in 2011 compared to $5.01 billion in 2010, with other (non-core) contributions to UNDP reaching a total of $3.9 billion. Earmarked contributions from bilateral donors in 2011 decreased to $1.45 billion from $1.63 billion in 2010. Earmarked resources entrusted to UNDP by multilateral partners and the European Commission also decreased from $1.67 billion in 2010 to $1.52 billion in 2011. Local resources provided by programme countries increased to $0.88 billion in 2011 from $0.73 billion in 2010.

5. The forthcoming 2012 quadrennial comprehensive policy review of operational activities for development of the United Nations system (QCPR) will guide the next strategic plan in setting the vision, orientation and organizational priorities for the future. These in turn will inform the next programming arrangements and the integrated budget. The integrated budget, scheduled for final consideration at the second regular session of the Executive Board in September 2013, will improve transparency, integration, harmonization and comparability with UNFPA and the United Nations Children's Fund. It will also bring together planning and resource allocation considerations, which in turn will allow for better resource mobilization goal setting.

6. The UNDP agenda for organizational change covers the remainder of the current and the transition into the new strategic plan. A major corporate priority that forms part of this agenda is the integrated resource mobilization strategy, which addresses the issue of bringing together core and non-core resources. The strategy delineates the UNDP goal of diversifying its sources of funding so that they include traditional official development assistance (ODA) partners, emerging economies, programme countries, private and philanthropic sectors, global and vertical funds, as well as partnerships with multilateral and regional banks.

7. As UNDP evolves its own strategic positioning in carrying forward the outcomes of the 2012 United Nations Conference on Sustainable Development (Rio+20), the post-2015 framework and 2011 Fourth High-level Forum on Aid Effectiveness (post-Busan), the elements of what could constitute a critical mass for UNDP will also become clearer. QCPR consultations will provide much opportunity to discuss the subject of critical mass.

[1] This report includes contributions to UNDP regular resources and to UNDP other resources as detailed in section I of this report. Contributions to the funds and programmes administered by UNDP are referenced in dedicated paragraphs in this report and are not included under the contributions to UNDP. In accordance with standard practice, a detailed account of the overall income and contributions to UNDP will be submitted at the second regular session of the Executive Board 2012 under the segment pertaining to the annual review of the financial situation in 2011.

Furthermore, the changing environment of development funding will also be an integral part of that discussion.

II. Background

8. Numerous Executive Board decisions stress the importance of an adequate, stable and predictable level of regular resources for UNDP.[2]

9. As reflected in the annual reports on the multi-year funding framework for the years 2004 through 2007 (DP/2005/16, DP/2006/17 and Corr. 1, DP/2007/17) and welcomed by the Executive Board in decisions 2005/23, 2006/24 and 2007/26, gross regular resource income achieved in 2004, 2005 and 2007 exceeded the respective annual targets, falling short of the target only in 2006.

10. In its decision 2007/32, the Executive Board approved the integrated financial resources framework of the strategic plan covering the planning cycle 2008-2011, thereby replacing the funding framework and targets embedded in the multi-year funding framework.

11. UNDP met the first annual target of the strategic plan established for 2008. However, in 2009 contributions to regular resources were approximately 18.8 per cent below the higher second annual target established for 2009, 31 per cent below the even higher third annual target established for 2010, and 2.5 per cent below the revised 2011 annual target. Based on current information on income and the official United Nations rates of exchange as of 1 April 2012, it is projected that 2012 income will be at least 10 per cent below the year's revised annual target.

12. In its decision 2009/9, the Executive Board extended the strategic plan to 2013. The integrated financial resources framework as approved in decision 2007/32 and as adjusted and amended in the midterm review of the strategic plan (DP/2011/22, annex) represents the overall funding target for the strategic plan, encompassing regular and other resources.

United Nations Capital Development Fund

13. The United Nations capital Development Fund (UNCDF) is the United Nations capital investment agency for the world's 48 least developed countries. It creates new opportunities for poor people and their communities by increasing access to microfinance and investment capital. UNCDF focuses on Africa and the poorest countries of Asia, with a special commitment to countries emerging from conflict or crisis. It provides seed capital – grants and loans – and technical support to help microfinance institutions to reach more poor households and small businesses, and local governments finance to benefit from capital investments – water systems, feeder roads, schools, irrigation schemes – that will improve poor peoples' lives. UNCDF works to enlarge peoples' choices: it believes that poor people and communities should take decisions about their own development. Its programmes help to empower women – over 50 per cent of the clients of UNCDF-supported microfinance institutions are women – and its expertise in microfinance and local development is shaping new responses to food insecurity, climate change and other challenges. All UNCDF support is provided via national systems, in accordance with the development effectiveness principles laid out in the Paris Declaration and Accra Agenda for Action. UNCDF works in challenging environments – remote rural areas, countries emerging from conflict – and paves the way for others to follow. Its programmes are designed to catalyse larger investment flows from the private sector, development partners and national governments, for significant impact on the Millennium Development Goals (MDGs), especially Goal 1: Eradicate Extreme Poverty and Hunger, Goal 3: Promote Gender Equality and Empower Women, and

[2] Executive Board decisions 98/23, 99/1 and 99/23, which were reaffirmed in decisions 2002/9, 2002/18, 2003/24, 2004/14, 2005/20, 2006/24, 2007/17, 2008/16, 2009/10, 2010/14 and 2011/15.

Goal 7: Ensure Environmental Sustainability. Established by the General Assembly in 1966 and with headquarters in New York, UNCDF is an autonomous United Nations organization affiliated with UNDP.

United Nations Volunteers

14. Set up by the General Assembly in 1970 and administered by UNDP, the United Nations Volunteers (UNV) programme contributes to peace and development through volunteerism worldwide. Volunteerism is a powerful means of engaging people in tackling development challenges and benefits both society at large and the individual volunteer by strengthening trust, solidarity and reciprocity among citizens. UNV contributes to peace and development by advocating for recognition of volunteers, working with governments, United Nations organizations, peacekeeping and special political missions, and other partners to: integrate volunteerism into development programming; support the building of national volunteer capacity; and mobilize national and international UN Volunteers, as well as online volunteers.[3] UN Volunteers make important contributions to peacekeeping and special political missions of the United Nations. In 2011, the tenth anniversary of International Year of Volunteers (IYV+10) was successfully marked globally and UNV served as the focal point, designated by the General Assembly. Activities in support of volunteering took place globally and UNV organized numerous regional and global meetings for diverse stakeholder from governments, civil society, academia and private sector, which resulted in a renewed commitment from the General Assembly through its resolution 66/67.

15. In 2011, more than 7,300 professionally qualified, experienced and committed women and men from 162 countries served as volunteers in 132 countries in support of United Nations system-wide efforts to promote peace and development, including the achievement of the Millennium Development Goals. Eighty-three per cent of the volunteers were nationals of developing countries, reaffirming the UNV programme as a concrete expression of South-South cooperation. In financial terms, the programme exceeded $237 million. Of this, just over 3 per cent was financed from the Special Voluntary Fund.

III. Volume

A. Contributions to UNDP regular resources

16. Following steady increases between 2001 and 2007, when contributions to regular resources increased after seven years of steady decline, UNDP regular resources decreased again in 2008, 2009 and 2010. Provisional data shows that contributions to regular resources for 2011 increased slightly to $0.975 billion from $0.967 billion in 2010. The 10 largest contributors to regular resources in absolute dollar terms in 2011 were Norway, Sweden, the Netherlands, United Kingdom, United States, Japan, Denmark, Switzerland, Canada, and Germany, in order of magnitude.

17. The political commitment of Member States to the regular resource base of UNDP is reflected in the fact that 58 countries made contributions to the regular resources of the organization in 2011, including 23 countries that increased or resumed contributions. Many programme countries contributed despite considerable internal constraints.

18. Contributions to regular resources from six members (Australia, Finland, Germany, Ireland, Japan and Sweden) of the Development Assistance Committee of the Organisation for Economic Co-operation and Development (OECD/DAC) increased in 2011. This is an improvement from 2010 when only four OECD/DAC members increased their contributions. Contributions in local currency terms to regular resources from eight OECD/DAC members (Austria, Belgium, France, Italy, the Netherlands, Portugal, Spain, and the United States) decreased in 2011.

[3] 'UN Volunteers' refers to volunteers under contract with UNV; UNV designates the UNV programme.

19. In 2011, 25 Member States contributed $1 million or more to regular resources, including 21 of the currently 23 OECD/DAC members, as well as China, India, Malaysia and Saudi Arabia.

20. Current projections suggest that, subject to exchange-rate fluctuations, contributions to regular resources in 2012 may reach the level of $0.94 billion. Most donors have pledged to maintain their contributions in 2012. While the majority of OECD/DAC members are maintaining their contributions in 2012, a few members have indicated their intentions to decrease their contributions to regular resources in 2012, and some have yet to convey their intentions at the time of the writing of this report.

21. Historical and projected income figures for UNDP are traditionally expressed in nominal terms (that is, United States dollars at current value). Thus they do not reflect variations in the real value of UNDP income resulting from inflation and exchange-rate variations. While core income expressed in nominal terms increased by 49.8 per cent from $645 million in 2000 to $967 million in 2010, core income expressed in constant terms shows a reduction of 4.2 per cent over the same period. This means that the purchasing power of core contributions in 2010 fell short of the purchasing power of core contributions in 2000. In addition, the funding base of UNDP remains highly exposed to exchange-rate fluctuations.

22. In many of its decisions, the Executive Board recognized that the ability of UNDP to fulfil its mandate and to preserve its multilateral, impartial and universal character depend on an adequate and secure regular funding base. Restoring growth and enhancing predictability to the regular funding of United Nations development activities has been discussed widely, including in the context of the triennial comprehensive policy reviews and the corresponding General Assembly resolutions 56/201, 59/250 and 62/208. These resolutions urge organizations of the United Nations development system to address the funding of their operational activities and to explore additional sources of financial support and alternative funding modalities, where appropriate and within the context of their multi-year planning and related financial frameworks. The objective is to secure, on a predictable, continuous and sustained basis, a critical mass of resources required to ensure adequate functioning and pursuit of long-term development objectives.

B. Contributions to UNDP other resources

23. Other (non-core) resources are earmarked to specific themes, programmes and activities, and represent a critical complement to the regular resource base of UNDP. Provisional data show that the total of non-core resources contributions to UNDP reached $3.9[4] billion in 2011, the same level estimated in the strategic plan. The level of other resources demonstrates that UNDP continues to be called upon to support governments to respond to national development priorities.

24. Bilateral contributions from OECD/DAC donor governments amounted to $1.45 billion in 2011. This represents a decrease of 11 per cent compared to the previous year. Many donor governments, including many of the OECD/DAC members, are active in co-financing UNDP programmes. Over the remaining years of the extended strategic plan period (2011-2013), UNDP aims to increase the relative share of 'flexible' or 'lightly earmarked' co-financing and trust fund contributions in the category of other resources.

25. Non-core resources entrusted to UNDP by non-bilateral partners and multilateral funds amounted to $1.51 billion in 2011, a decrease of 9 per cent over 2010. The European Commission, the Global Environment Facility and The Global Fund to Fight AIDS, Tuberculosis and Malaria provide almost two thirds of the resources in this category.

[4] This includes income received from Member States and Multilateral partners for other resources, but excludes interest income and reimbursable support services.

26. Local resources, channelled through UNDP by programme country governments and other local partners in support of their own national development, amounted to $885 million in 2011, an increase of 22 per cent as compared to 2010. Thus, local resources increased much more sharply than projected (by 18 per cent), clearly exceeding the portfolio alignment called for in the strategic plan.

United Nations Capital Development Fund

27. In spite of continued pressures on development budgets globally in 2011, total contributions to UNCDF resources increased by 27 per cent, from $41.1 million in 2010 to $52 million in 2011, including $3 million allocated by UNDP to UNCDF programme funding. The number of donors and their diversity also continued to improve, reaching 33 in 2011 (up from 29 in 2010 and 20 in 2007). Among the top five donors to UNCDF in 2011, the largest was the MasterCard Foundation, contributing $9.2 million. The remaining top donors were Sweden, Belgium, the Australian Agency for International Development and the Canadian International Development Agency. While a healthy sign of continued and more diverse donor support, much of the recent growth has been in 'earmarked' (other) resources ($33 million in 2011). Contributions to regular resources increased from $15 million in 2010 to $16 million in 2011 (excluding UNDP programming support) largely because of favourable exchange rates. Core contributions have not, however, returned to the pre-financial crisis level of $18.7 million and remain well short of the established target of $25 million for UNCDF to operate effectively in 40 least developed countries.

United Nations Volunteers

28. The Special Voluntary Fund enables the UNV programme to cultivate diversified approaches that widen volunteer opportunities and deepen the programmatic integration of volunteerism for peace and development. While a modest fund, its importance cannot be overstressed. From research-based projects to pilot interventions in areas such as youth programming and sustainable development, the Special Voluntary Fund is a catalyst for innovation that serves as a vital foundation for the evolution of the voluntary sector. Contributions to the Special Voluntary Fund in 2011 slightly increased from $4.4 million in 2010 to $4.7 million in 2011. Given the catalytic role of resources from the Special Voluntary Fund, the UNV programme is seeking to increase contributions to the Fund so as to further explore, expand and strengthen the role of volunteerism and its contributions to development, through for example the first ever State of the World's Volunteerism Report that was launched on 5 December 2011. The participation of civil society and citizen volunteers is needed to implement sustainable development. UNV connects many thousands of volunteers with organizations working on the Millennium Development Goals. This is inspiration in action.

C. Contributions to UNDP overall

29. Overall contributions to UNDP amounted to $4.8 billion in 2011 compared to $5 billion in 2010. As detailed above, contributions to regular resources increased slightly from $0.967 billion in 2010 to 0.974 million in 2011. Other non-core contributions to UNDP decreased from $5.0 billion in 2010 to $4.83 billion in 2011. The ratio of regular to other resources remained at approximately 1:5 in 2011.

30. In its resolution 62/208, the General Assembly noted with concern that the share of core contributions to United Nations funds, programmes and specialized agencies had declined in recent years. For UNDP, the Executive Board noted in its decision 2007/26 that earmarked resources have continued to far exceed regular resources, that this affects the ability of UNDP to fulfil its mandate adequately and to effectively support the development agenda of partner countries, and that unearmarked contributions are vital for the coherence and harmonization of operational activities for development.

31. Building on General Assembly resolution 62/277 on system-wide coherence, UNDP intends, as mentioned in the introduction, to pursue deliberations regarding the 'critical mass' of regular resources, including in the context of the forthcoming QCPR.

32. As outlined in its agenda for organizational change, UNDP is working towards a unified framework of regular and other resources to ensure close alignment of resource allocations with the priorities of the strategic plan. UNDP is committed to working with its partners to ensure rigorous reporting on results and the most effective and efficient use of the resources entrusted to the organization.

D. Predictability

33. As reflected in General Assembly resolutions 59/250 and 62/208 on the triennial comprehensive policy review of operational activities for development of the United Nations system, and in Executive Board decision 98/23 (which was reaffirmed in decisions 99/1, 99/23, 2002/9, 2004/29, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10, 2009/20, 2010/29, and 2011/15), Member States are encouraged to contribute on a multi-year basis, in a sustained and predictable manner.

34. In May 2012 the Executive Board secretariat wrote to all Member States of UNDP in preparation for the 2012 annual Executive Board segment on funding at the second regular session. In line with Executive Board decisions 98/23 and 99/1[5], Member States were requested to communicate their voluntary contributions to UNDP and its associated funds and programmes, and were encouraged to provide multi-year pledges.

35. At the time of the preparation of the present report, 41 Member States had indicated their 2012 pledges. However, a number of Member States were not yet in a position to convey their pledges. Tables 1 and 2 contained in the statistical addendum to this report (available on the Executive Board website) are based on information received and the best estimates of UNDP, using 2011 contributions. Table 3 provides information on government in-kind contributions. All 2011 figures are provisional and subject to modification upon confirmation of actual income figures for the year.

36. Over the initial, four-year timespan of the strategic plan, nine donors had made multi-year pledges ranging from two to four years. These donors were Australia, Belgium, Canada, Finland, the Netherlands, New Zealand, Norway, Spain and the United Kingdom. In 2012, at the time of the preparation of the present report, none of the OECD/DAC donors had made indicative pledges to regular resources beyond 2012, though several are considering doing so. New and renewed multi-year pledges covering the extended period of the strategic plan, 2011-2013, are vital if UNDP is to have a predictable resource base. Members States unable to provide a multi-year pledge formally, because of national legislative or other restrictions, are strongly encouraged to provide indicative amounts for the forthcoming years.

37. In its decision 98/23, the Executive Board determined that the predictability of core resources could be strengthened if Member States announced specific payment schedules, with early payment encouraged. In paragraph 12 of 98/23, the Board decided, inter alia, to review each year at its second regular sessions the timing of payments made in the previous calendar year. In 2011, seven donors provided fixed payment schedules, compared with 10 donors in 2010, seven donors in 2009 and 11 in 2008. Of those donors that provided payment schedules, however, several did not pay according to those schedules. By July 2011, 53 per cent of estimated gross income had been received, compared with 55 per cent in 2010, 36 per cent in 2009, and 32 per cent in 2008.

[5] These decisions were reaffirmed in decisions 99/23, 2000/1, 2002/9, 2004/14, 2005/23, 2006/24, 2007/17, 2008/16, 2009/10, 2009/20, 2010/29 and 2011/15.

38. A number of donors delayed payment of significant proportions of their pledges until the last quarter in 2011, (31 per cent was still outstanding in the last quarter) adversely affecting the core cash flow of UNDP. To avoid drawing on its operational reserve, UNDP took measures during the year to cut back, delay or postpone expenditures. As of 1 April 2012, 24 per cent of the projected 2012 gross regular resources income had been received, with five OECD/DAC donors (Denmark, Ireland, Luxembourg, New Zealand and Norway) having paid their contributions in full.

39. Table 3 in the statistical addendum to the present report (available on the Executive Board website) includes a payment schedule for 2012 contributions that had been communicated to the Executive Board secretariat by the time the report was written. The secretariat notes with appreciation the efforts to date of donors who communicated payment schedules, as well as the efforts made by donors who paid their contributions early and in full. Member States that have not already done so are encouraged to inform the secretariat of their intended payment schedules, including, where possible, early payment. Members are encouraged to adhere to their respective schedules in terms of the currency and timing of payments.

V. Diversifying the donor base

40. In its decisions 98/23, 99/1 and 2010/14, the Executive Board recognized that only a limited number of donors support the long-term financial sustainability of UNDP. Accordingly, and most recently in decision 2011/15, it has urged all donors and programme countries, in a position to do so, to increase their contributions to regular resources.

41. It is estimated that the 10 largest donors to UNDP will provide close to 81 per cent of regular resources in 2012. In 2000, the top 10 donors accounted for 86 per cent of contributions to regular resources. With the aim of broadening the donor base, UNDP has redoubled its efforts to reach out systematically to current and prospective development donors to build commitment for common action in order to ensure that the resource base of the organization also reaches agreed target levels. Recent observations of new partnership engagements with a number of middle income countries (MIC) and net contributor countries (NCC) indicate that financial contributions are likely to be reflected initially in non-core resources.

42. In 2011, 58 Member States made contributions to regular resources as compared to 55 countries in 2010. Of these 58 countries, 23 either increased or resumed contributions in 2011. Of the 17 countries that have increased their contributions, six are OECD/DAC members (Australia, Finland, Germany, Ireland, Japan and Sweden), one is a non-DAC country (Iceland) and seven are programme countries (Bahrain, China, Costa Rica, Egypt, Guyana, Mongolia and South Africa). Nine countries resumed contributions in 2011 (Afghanistan, Bhutan, Colombia, Czech Republic, Djibouti, Hungary, Malaysia, Russia and Viet Nam). Total regular resource contributions from programme countries, after the application of the accounting linkage towards local office costs, amounted to approximately $12.72 million in 2011. Four programme countries contributed $1 million or more to the regular resource base of the organization.

43. More programme countries are also invited to contribute to non-core resources of the organization. Many programme countries are already funding projects in other programme countries through South-South cooperation arrangements as well as contributing towards local office costs and government in-kind contributions, such as the provision of rent-free office premises, in addition to contributing substantial resources to UNDP programmes in their respective countries. Between 2009 and 2011, contributions from programme countries to other resources (local resources and

third party cost-sharing) increased by 12 per cent from $787 million in 2009 to $885 million in 2011.

United Nations Capital Development Fund

44. Despite considerable improvements in donor diversification and burden-sharing in recent years, UNCDF continues to be dependent on a limited number of donors for contributions to its regular resources. The six largest donors to UNCDF contributed 95 per cent of its regular resources in 2011. Continuing to diversify and expand the regular resource base remains a top priority for UNCDF. Sources of other resources are increasingly diversified. In addition to bilateral and multilateral cooperation, UNCDF enjoys support from private sector foundations, One UN funds, the Peace Building Fund and the MDG Achievement Fund provided by the Government of Spain. In 2011, 33 donors supported UNCDF, as compared to 14 in 2005.

United Nations Volunteers

45. United Nations Volunteers work in 132 countries around the world enabling communities to contribute to peace and development. It is the volunteer ethos of UNV that makes it special in the United Nations family. Donor contributions continued to be critical in the development of volunteerism programming and mobilizing volunteers. Throughout 2011 UNV made successful strategic efforts to widen, diversify and ensure predictability of its donor base, including to non-traditional donors, such as middle income countries. A number of donors contributed for the first time, or renewed their commitment to UNV. Despite the financial crisis, UNV was able to record overall growth of almost 15 per cent in donor funding for the Special Voluntary Fund, the UNV full-funding scheme and cost-sharing.

VI. Conclusion

46. The overall level of resources entrusted to UNDP demonstrates the support extended to UNDP by Member States and partners. However, the expected decrease of regular resources in 2012, as well as the absence of multi-year commitments in the context of continued fiscal constraints of a number of key donors, point to a possible decline in the positive resources trend of the past several years.

47. The ability of UNDP to deliver effective capacity-building support for development depends on a critical mass of funding, with regular resources forming the bedrock of UNDP finances. UNDP relies on this bedrock to support strategic and flexible management approaches focused on long-term effectiveness. Development is a long-term challenge that requires strategic focus together with tactical flexibility and an ability to respond to crises and opportunities.

48. As part of its organizational change agenda, UNDP is fully committed to ensuring rigorous reporting on the results to which it contributes. It is also determined to find the most effective and efficient way to use the resources entrusted to it. UNDP continues to accord highest priority to securing an adequate, stable and predictable base of regular resources and to finding a viable ratio of regular to other resources. The integrated resources framework of the strategic plan as adjusted and amended in the midterm review (DP/2011/22 and annexes) requires the full support of partners to achieve the prescribed targets.